



Adaptive Planning & Execution (APEX)

The Problem

Traditional deliberate planning is insufficiently responsive and relevant to the demands of today's dynamic security environment

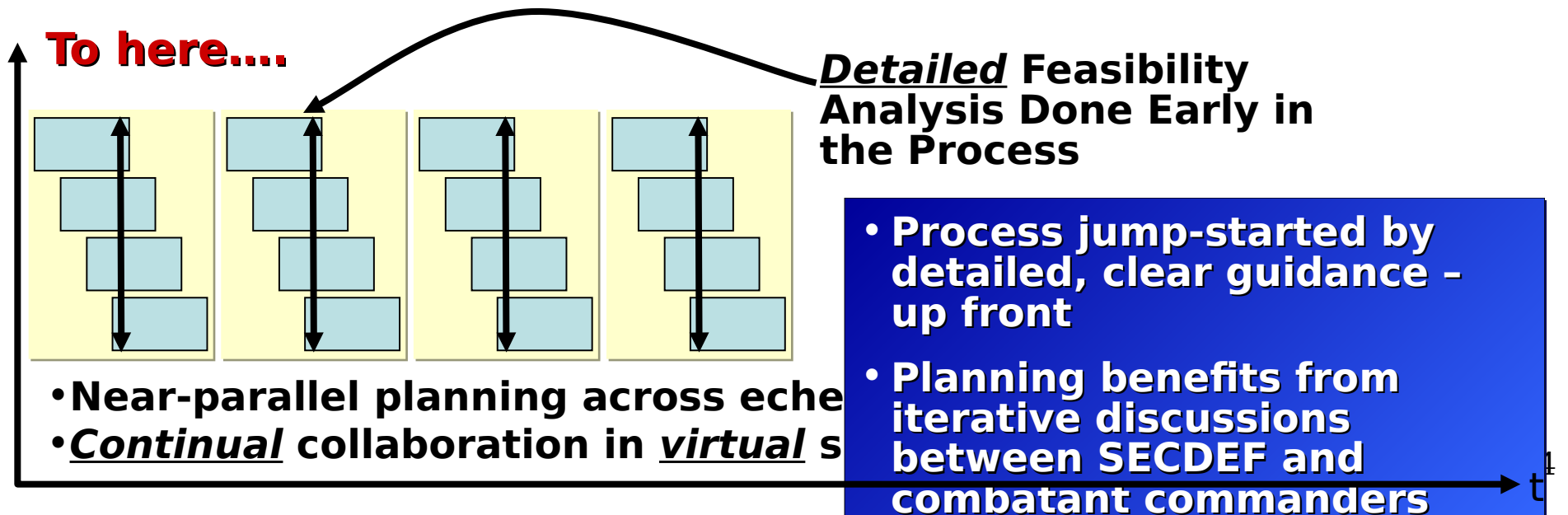
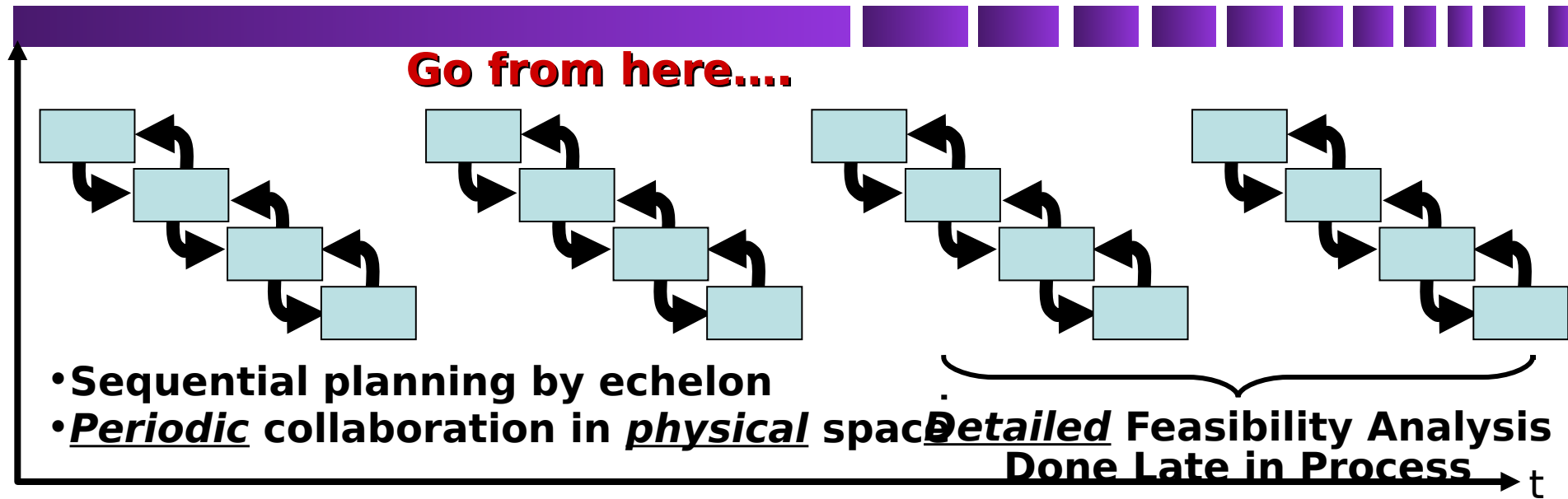
- **The 24-month deliberate planning cycle - too long (think speed)**
- **Plans “static” and difficult to adapt - need flexibility and periodic updating to stay relevant (think flexibility)**
- Plans one-dimensional - need multiple options
- Too little SECDEF influence, too late in planning cycle
- Feasibility analysis time consuming and too late in the process
- No technology to support ongoing collaboration - horizontally and vertically

Adaptive Planning and Execution

The joint capability to create and revise situationally relevant plans rapidly and to a high level of quality, as circumstances require

- **DoD initiative to transform the way we plan and execute Joint Operations :**
 - Better plans, with more options, more quickly; more SecDef interaction with planning
 - Keep plans relevant in a rapidly changing environment; adapt plans for execution
 - Leverage technology to maximize planner intellectual effort (art) and minimize the labor intensive effort (science)

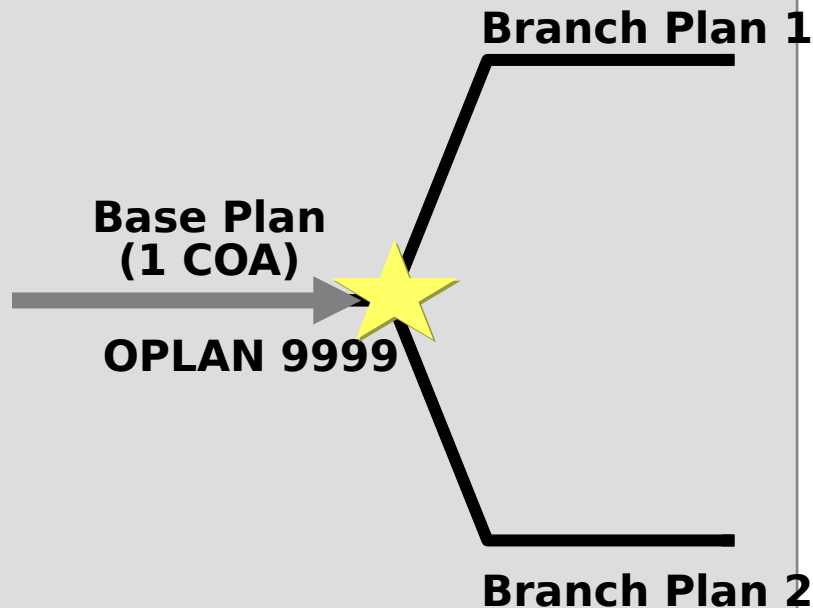
Transforming The Way We Plan (*speed*)



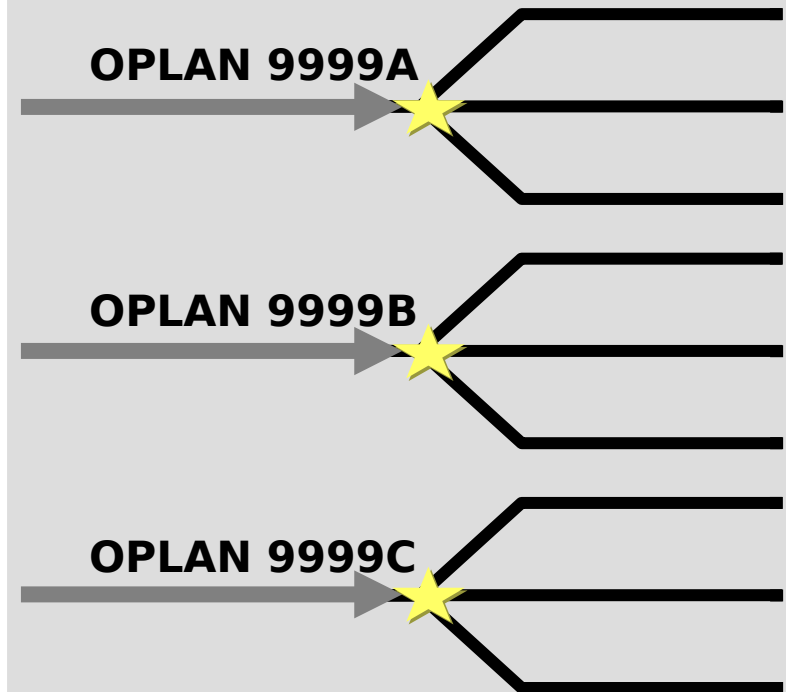
Transforming The Way We Plan ***(flexibility)***

***Go From
Here...***

***...To
Here***



***Single Course of Action
with One or Two Branches***



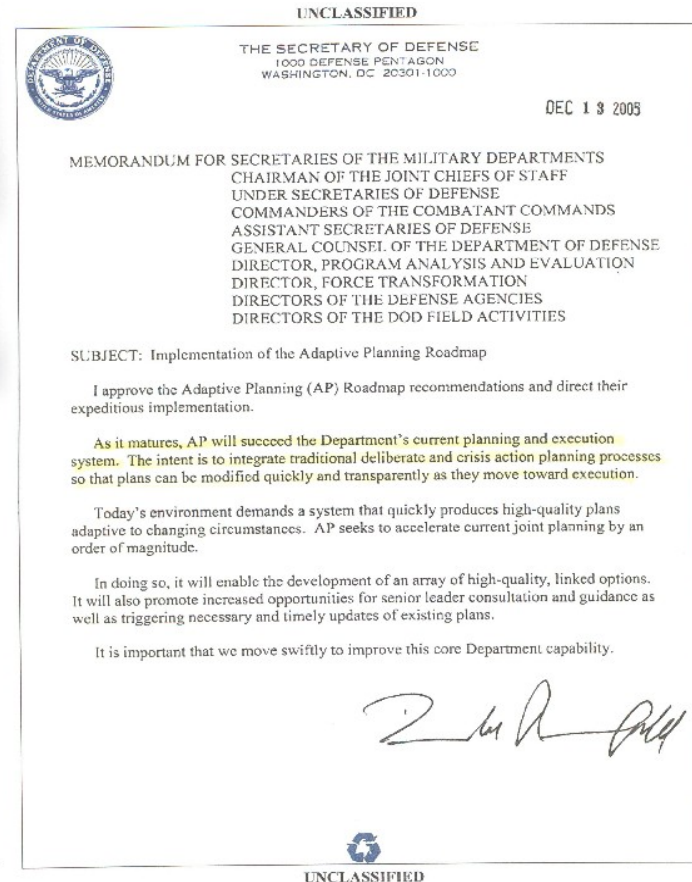
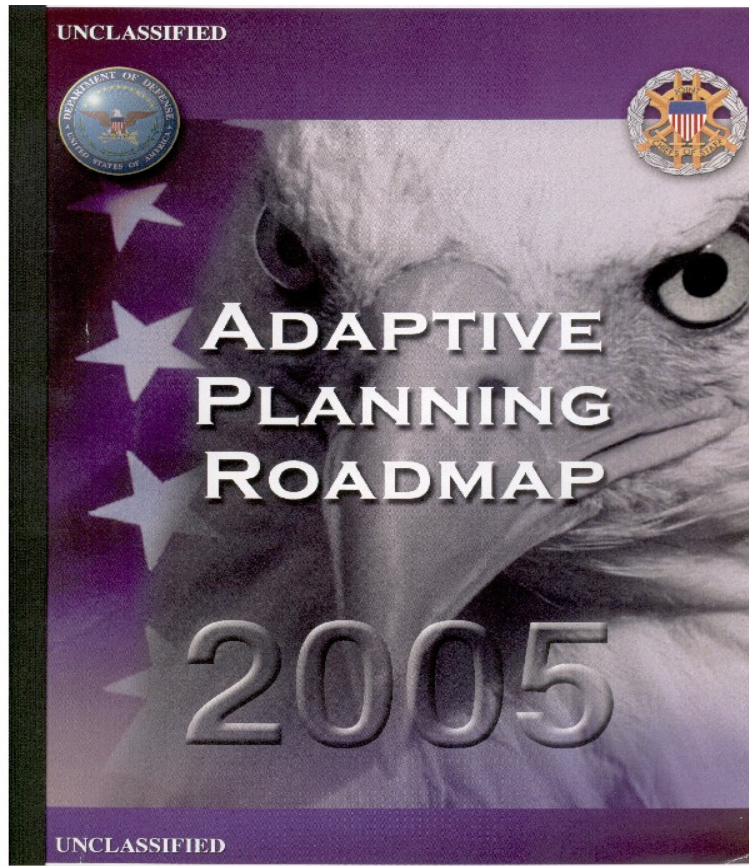
***Multiple Courses of Action
with Multiple Branches***

Threat/Forces-Based Capabilities-Based

Transform Operational Planning



Background



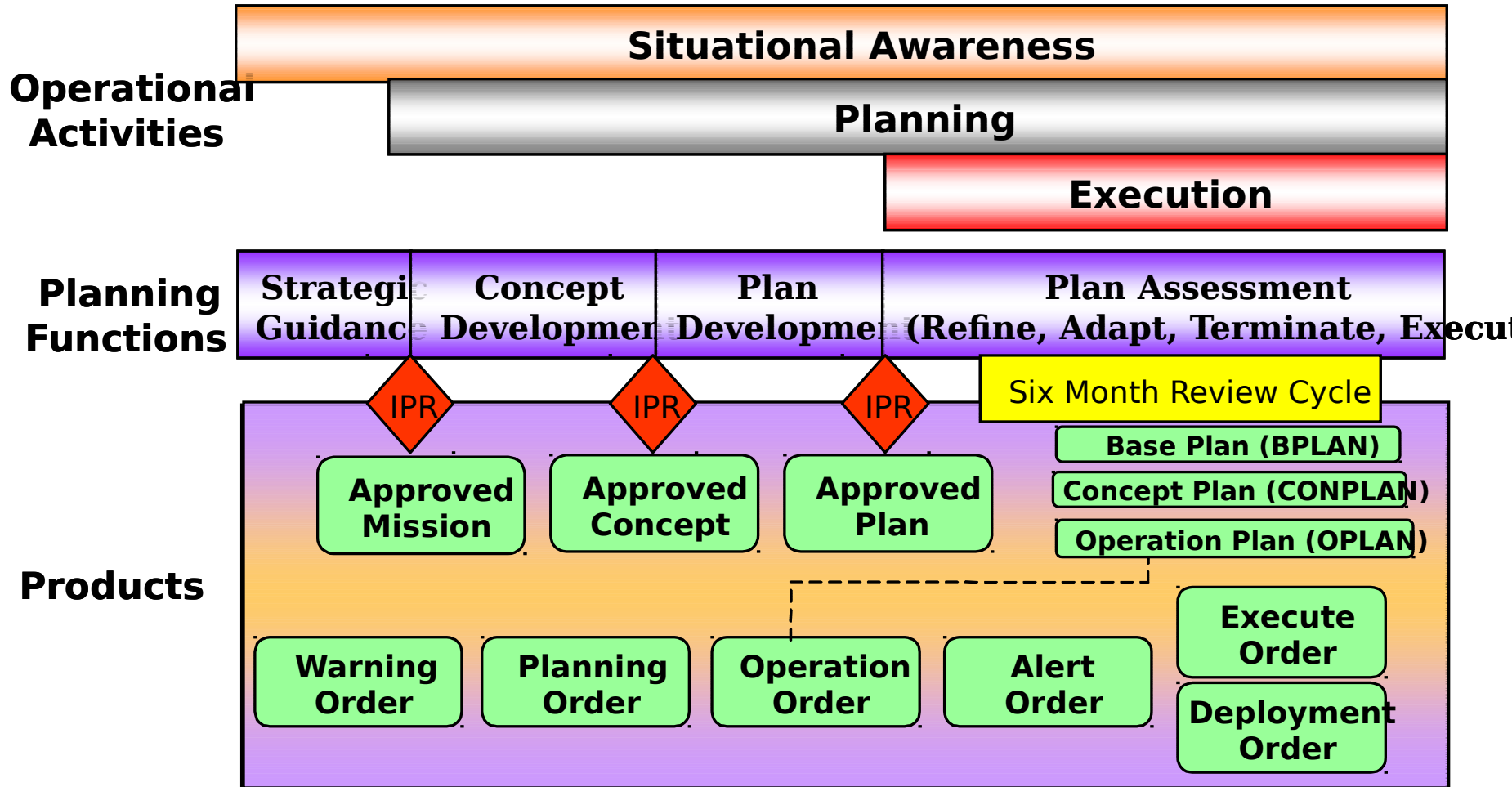
ADAPTIVE PLANNING ROADMAP II
(Focused on implementation was issued Feb 2008)

CJCSM 3122.01

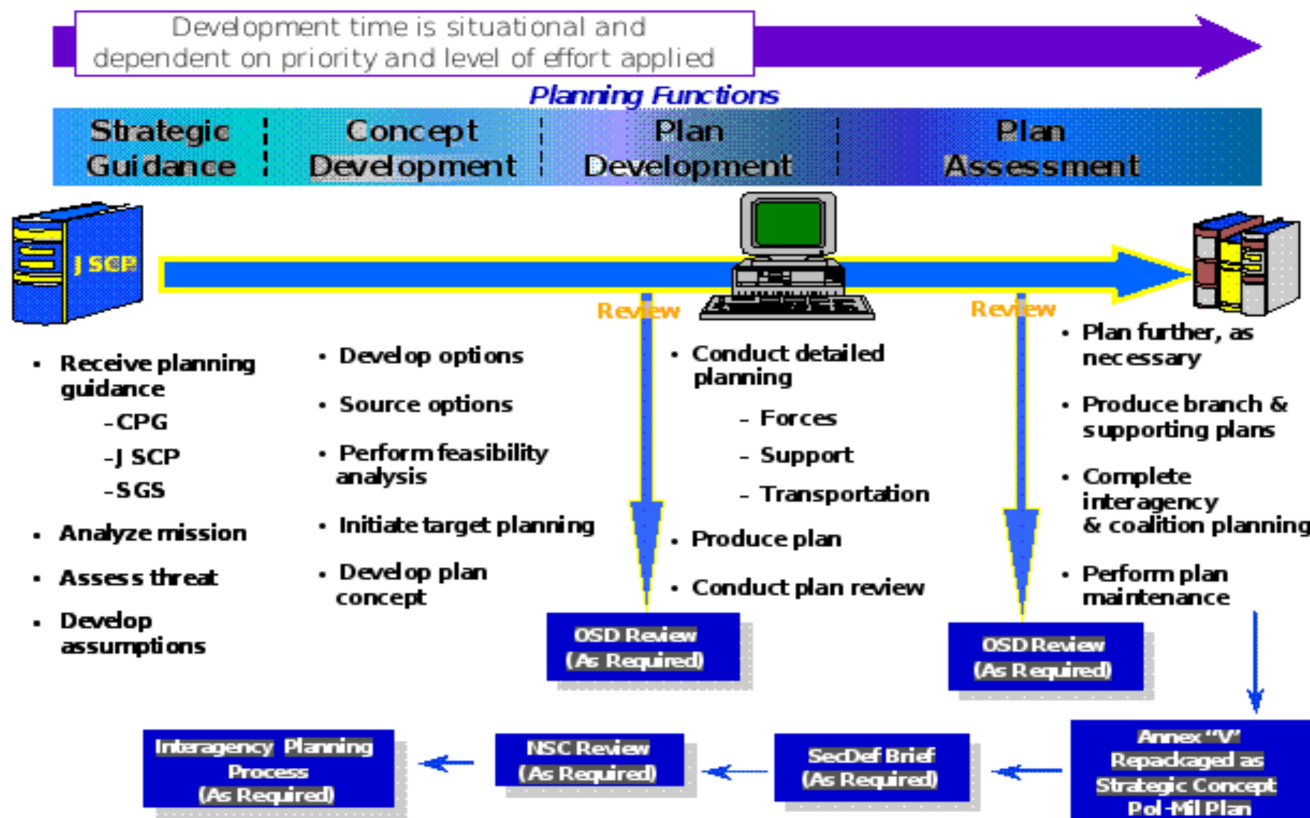


- J3 Publishes CJCSM 3122.01A, Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures, 29 September 2006
- Introduces Adaptive Planning
 - Changes Deliberate Planning to Contingency Planning
 - Outlines Process and Procedures

Contingency and Crisis Action Planning



JOINT APEX PROCESS



RAT - E
R efine
A dapt
T erminate
E xecute

Goal

- Joint Staff J-3 oversight (*in concert with JS J-7 and coordination with Joint Planning and Execution Community (JPEC)*) of Adaptive Planning Roadmap 2007

❖ Adaptive Planning (AP) Roadmap (Version 2 ~ 2007) defines Adaptive Planning Implementation Stage

- Based on Contingency Planning achieving “*Living Plan*” vision outlined in AP Roadmap 2005 {*AP Roadmap 2005 defines the Initiation Stage*}
- Implementation Stage “. . . focuses on achieving seamless transition between deliberate Contingency Planning (CP) and Crisis Planning”
 - “*This transition will establish processes, procedures, and doctrine to facilitate the hand-off between deliberate contingency and crisis planning.*” *
 - “*As a goal of the Implementation Stage, Military Departments and Joint schools will begin producing a steady stream of officers, trained and educated in AP.*” *
 - “*The revised Roadman will describe modifications and changes*

***In course of transition,
Crisis Action Planning (CAP) with no plan initiation
must be addressed***

What's Been Done (from Log AP perspective)



- Formal standup of APEX Logistics Working Group
- Logistics Governance Structure
- APEX POAM complete
- Planning Joint Logistics Support Pub
 - Documents agreed upon process
- Tools in development
 - Joint Force Toolkit (demo videotaped and on the CoP)
 - Joint Medical Analysis Tool
 - Joint Engineering Planning and Execution System
 - Joint Logistics Analysis Tool (demo later in conference)
 - Way-ahead is for tools to reside in GCSS-J Logistics Planning Module

APEX Joint Logistics Planning Process

Step I - Strategic Guidance

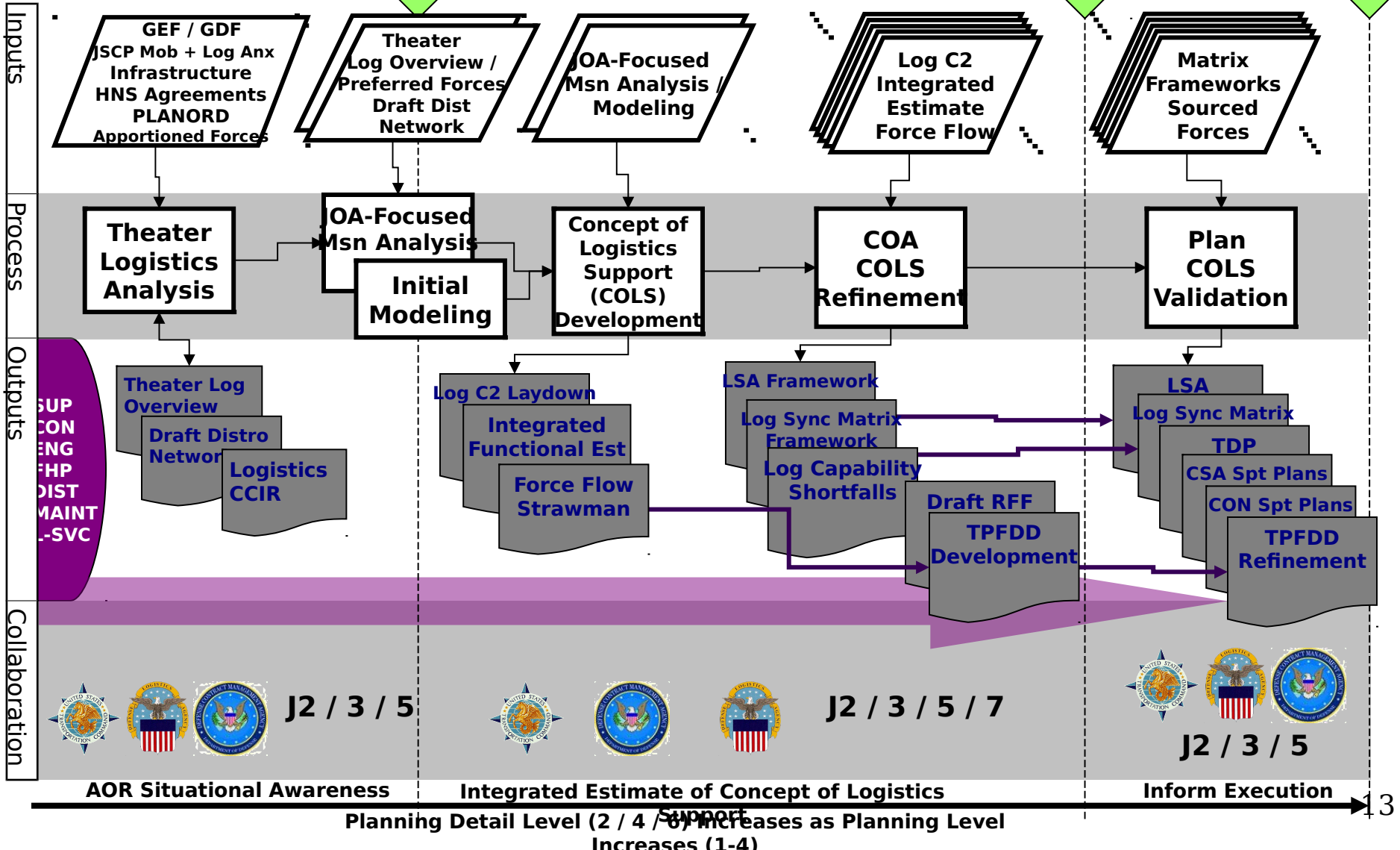
IPR A

Step II - Concept Development


IPR C

Step III - Plan Development

IPR F



Still to be done

- 
- ***Complete Planning Joint Logistics Support (PJLS) Pub***
 - ***All 6 Logistics JCAs incorporated/integrated in order to develop a Joint Concept of Logistics Support***
 - ***Theater Distribution Plan***
 - ***Theater Logistics Overview***
 - ***Logistics Supportability Analysis***
 - ***Logistics Synchronization Matrix***
 - ***Contractor Support Plan***
 - ***Conduct Gap Analysis/Implementation Plan***
 - ***Develop an objective matrix to rate tools***

JOINT LOGISTICS COMPASS



Winds of Change

- Persistent, Concurrent Multi-theater Engagement
- Constrained Global Resources
- Rapid Force Movement
- Unsecure & Difficult LOCs
- Political Environment - Administration Transition



Barriers & Challenges

- Command & Control
- Do Not Know Where Things Are

CRITERIA

- Provides high leverage
- Stakeholders believe it is possible
- Will lower risk to mission and warfighter

Actions Constrained by Logistics

Risk to Warfighter and Mission

Common End-to-End Framework & Measurement System
Logisticians effectively working in Joint, Interagency &/or Multinational Environment
Life Cycle Management

- Unity of Effort
- Visibility
- Rapid & Precise Response

CURRENT STATE

Interconnected by Cultural Change
Shared Language
Consumer Metrics
Resource & Life Cycle Management

- Short-Term at the Expense of Long-Term
- No Life Cycle Thinking
- Depots Resourced for Reset using Supplemental Funding

- Unprecedented Demands on Resources
- No Single Authority Owns End-to-End Process of Logistics

- Constrained Information Sharing
- Fragmented Processes, Systems & Organization for Distribution, Supply & Maintenance

FUTURE STATE

Readiness as a Central Logistics Metric

Freedom of Action for the Joint Force Commander

- **Sustained Logistics Readiness**

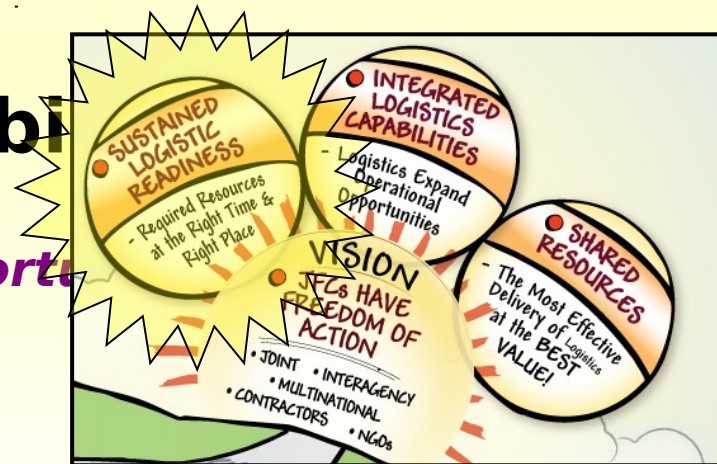
- ✓ *Required resources at the right time & place*

- **Integrated Logistics Capabilities**

- ✓ *Logistics expanding operational opportunities*

- **Shared Resources**

- ✓ *Most effective delivery of logistics at best value*



What is Readiness?

Readiness is having the capability to do something!

Assigned Mission or **METL**

-----as viewed from-----

COCOM-Level



JTF-Level



Service-Level



Unit-Level



Platform-Level



AI/ML Divisions & Continual Readiness Assessment

